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Assistant Director for Operations

5 October 1950

Management Officer

Management Staff Study of Administrative Staff, Foreign Documents
Division, Office of Operations.

1. Findings:

a. The most difficult task facing this Staff is personnel recruitment and placement to fill the professional vacancies in the Division. An examination of past efforts indicate that action over and beyond the cognizance of the Administrative Officer and his deputy must be taken to remedy this situation.

b. Closely allied to the foregoing problem is that of reconciling the need of the Division to retain capable professional employees for whom no further advancement is possible in the Foreign Documents Division, Office of Operations, with the individuals' ambitions. Again, solution of this problem is contingent on Agency actions and policies outside the purview of the Administrative Officer of this Division.

c. The personnel activity outlined in the two preceding paragraphs constitutes the major professional workload of this Staff. Practically the full working effort of the Assistant Administrative Officer is devoted to this activity. If it is recognized that assistance on the personnel problems must come from officials outside the Administrative Staff, Foreign Documents Division, Office of Operations, it then appears that the presently-allocated position of Assistant Administrative Officer, GS-11, is not needed. The other administrative activities for this comparatively small, wholly departmental Division can be effectively handled by the Administrative Officer and the Administrative Assistant, GS-7.

d. A major segment of the effort of the Administrative Staff, Foreign Documents Division, Office of Operations, is devoted to record-keeping. Duplicate and unnecessary records were evident. For example, duplicate time and attendance records exist; leave balances for all employees are kept current; cumbersome overtime records are maintained.

2. Recommendations:

a. The Chief of Foreign Documents Division with the approval and support of Assistant Director for Operations negotiate with the Personnel Director and the Chief, Administrative Staff, CIA, to establish a recruiting program whereby potentially-promising

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recruiting areas outside of Washington will be periodically visited by members of the Administrative Staff, CIA, and by the Division Chief, Deputy Division Chief, and Branch Chiefs of Foreign Documents Division, Office of Operations. Contacts developed through such visits should be kept active by follow-up correspondence and visits.

b. The Personnel Director be requested to apply the facilities of the Agency Career Management Program for the advantage of deserving employees of Foreign Documents Division, Office of Operations. In implementation of this suggestion, provision will have to be made for the continuous recruitment and training of lower-grade intelligence analysts with language facility to serve as replacements for employees advanced to other segments of the Agency by career management. The Administrative Officer of Foreign Documents Division, Office of Operations, indicated that officials of this Division would be willing to let this Division serve as a training and orientation area for career management purposes. (Note: The Management Staff will coordinate this suggestion with the Personnel Director and with the Chief, Administrative Staff, CIA, to effect implementation, if feasible.)

c. Duplicate and unnecessary administrative records be eliminated and the facilities of Agency machine records be utilized wherever possible.

d. The position of Assistant Administrative Officer be abolished and the Administrative Staff, Foreign Documents Division, Office of Operations, table of organization be reduced by one position.

e. At such time as unnecessary administrative records are eliminated and the facilities of machine records have been expanded to provide greater service (approximately 1 January 1951), consideration be given to reallocating one clerical position to that of clerk-typist, such position being assigned in the Administrative Staff, Foreign Documents Division, Office of Operations, as a one-man clerical pool or in one of the substantive Branches, as need dictates.

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cc: Personnel Director

Chief, Administrative Staff

Budget Officer

Chief, COAPS

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